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5 October 1951

MEMORANDUM FOR: ADPC

SUBJECT: Recommendation of Candidates for Chief, TSS  
Techniques for Making up Lost Time in CIA Research  
and Development

1. As a matter of first priority you asked me to:
  - a. Make recommendations of candidates for the position of Chief, TSS, DD(P), CIA and,
  - b. Consider and recommend techniques for "cutting in" on governmental and other research and developmental activity in order that CIA might thereby benefit and gain time.

2. You expressed the opinion that we had not taken sufficient advantage of the research and development activity of others both within and outside the government. Since CIA interests in devices, weapons, techniques and procedures are so broad as to encompass virtually every field of science, we should devise, you said, a means for benefiting from the work of others. This would give us advantages of time-saving and would also enable us to adopt findings or developments to arrange for their modification in our interest.

3. I have talked with the following on the above points:  
Dr. Lawrence R. Hafstad, Director, Reactor Development Division, U.S.  
Atomic Energy Commission; [redacted]

- a. Memoranda of my conversations with [redacted] are attached hereto.

4. The attributes and characteristics which should be possessed by the CIA research and development director were agreed by those gentlemen indicated above and myself to be as listed below. They also agreed that the position would entail the following:

- a. Significant characteristics of the position.

(1) Interest and necessity to follow and participate in

developments in

HS/CSG-1697

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developments in all fields of science and technology.

- (2) Necessity to collaborate closely (mainly on a one-way street basis) with most other private and governmental research and development activities.
- (3) Necessity to bring to attention of CIA operators (the customers) new ideas and developments and techniques of interest to them.
- (4) Must have deep insight into CIA missions and possess basic understanding of clandestine techniques and limitations.

b. The desirable attributes of a Chief, TSS were agreed as follows:

- (1) Must be a scientist of some stature. Must understand scientific terminology and thought patterns. Must be able to interpret CIA interest to scientists.
  - (a) Immaterial whether a physicist, chemist or engineer.
  - (b) Necessary however that the Chief possess sufficient personal stature in his field to command respect and thereby insure his acceptability to other scientists upon whom he will call and with whom he will consult. Such stature will also assist in securing CIA a necessary share of already overloaded specialized scientists' time.
- (2) Must understand clandestine techniques and limitations.
- (3) Must be able to interpret CIA interests to scientists and must be able to interpret significance of scientific findings and developments to CIA operators (customers).
- (4) Must be able to get along with people so as to secure maximum benefit and knowledge of what is going on in all fields of research and development. Must be persona grata to those from whom he will secure information regarding research and developments.
- (5) Must possess enough personal confidence and self-assurance as to be able to carry his convictions into research and development even over the reluctance of

CIA superiors.

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CIA superiors. (That is, be able to say to DCI, "I am your expert in this field, you must let me pursue this approach because I believe it has significant application for us.")

(7) Must possess a sense of humor.

(8) Must possess what [ ] terms "scientific intuition." This is the attribute which enabled Dr. Ernest Lawrence to develop the cyclotron despite all the dire predictions which other scientists made as to all the things which could go wrong. The cyclotron worked the first time. [ ] attributed this to a highly developed intuition.

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5. All with whom I have spoken are agreed that the CIA research and developmental job is important and deserves to be filled by a highly competent man. They are also agreed that the job is so desirable and potentially so interesting as to attract a first class man. They believe we can get a first class man for it.

6. The caution that we should not attempt to have too large a research and development organization within CIA but should place our actual work to be done upon private and governmental organizations specializing in the many fields of our interest.

7. They are agreed that in order to gain time and advantage, we must "cut in" on the work and findings of others. They suggest that the new Chief is the person to arrange this and to pursue it.

8. They suggest that in addition we retain on a continuing basis some institution such as [ ]

[ ] as consultants to us. The role of the institution is to be au courant with our interests and to keep us advised of the significance of new research and developments and of applications thereof to our mission. (Patterns of communication--broad sense--within the scientific fraternity are well established and highly efficient.)

9. [ ] are agreed that [ ] would admirably discharge the duties of Chief, TSS and possesses all the attributes we seek.

10. It is accordingly recommended that:

a. [ ] be offered the position of Chief, TSS.

b. If neither will

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- b. If neither will accept the position, we should prevail upon one of them to accept the job on a full-time, short-term basis with the objective of securing a long-term Chief and of setting up TSS for the long pull.
- c. The Chief to start immediately "building fences" to secure the necessary flow of information as to research and development going on.
- d. The Chief to arrange with an appropriate institution to engage in a consultative role with CIA as described in paragraph 8 above.

Signed

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cc: SAR - 2  
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AREA OR COUNTRY(S)	ORGANIZATION	FUNCTIONS & TOPICS	DOCUMENT
HQ	OPC	R and D	DATE:
	R and D	Organization	5 Oct 1951
			CLASS.: S
			NO.:

IDENTIFICATION OF DOCUMENT (author, form, addressee, title & length)

25X1 Memo from [ ] for ADPC.  
 Subject: Recommendation of Candidates for Chief, TSS and  
 Techniques for Making up for Lost Time in CIA Research and  
 Development.

LOCATION:  
 ✓ HS/CSG-1697

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 ABSTRACT

Based on his own judgment and talks with [ ]  
 [ ] and others lists the qualifications and possible  
 candidates for CIA's research effort.

(See also: HS/CSG-1698)

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